

The Programme of the professional entrance examination in Management and Administration is intended for applicants seeking admission to full-time and part-time modes of study for obtaining the Master's degree in the specialties D3 Management, D4 Public Governance and Administration, D5 Marketing, and D7 Trade in the field of knowledge D Business, Administration and Law, based on previously obtained higher education qualifications: Bachelor's degree (NQF Level 6), Master's degree, or Specialist qualification (NQF Level 7), for persons granted such right in accordance with the Admission Rules of V. N. Karazin Kharkiv National University for 2026.

Approved at the meeting of the Academic Council of the School of Economics (Minutes No. 6 dated March 20, 2026)

Chair of the Academic Council of the School of Economics Vitalii DIACHEK

Approved at the meeting of the Academic Council of the Education and Research Institute "Karazin Business School" (Minutes No. 3 dated March 24, 2026)

Chair of the Academic Council of the Education and Research Institute "Karazin Business School" Volodymyr RODCHENKO

Approved at the meeting of the Academic Council of the Education and Research Institute "Institute of Public Administration" (Minutes No. 4 dated March 12, 2026)

Chair of the Academic Council of the Education and Research Institute "Institute of Public Administration" Liudmyla BIELOVA

Approved at the meeting of the Academic Council of the Education and Research Institute "Karazin Banking Institute" (Minutes No. 8 dated March 26, 2026)

Chair of the Academic Council of the Education and Research Institute "Karazin Banking Institute" Anna CHKHEAILO

Approved at the meeting of the Academic Council of the Education and Research Institute "Ukrainian Engineering and Pedagogical Academy" (Minutes No. 3 dated March 24, 2026)

Chair of the Academic Council of the Education and Research Institute "Ukrainian Engineering and Pedagogical Academy" Denys KOVALENKO

INTRODUCTION

The Programme of the professional entrance examination in Management and Administration for the specialties D3 Management, D4 Public Governance and Administration, D5 Marketing, and D7 Trade in the field of knowledge D Business, Administration and Law is the main educational and methodological document that defines the content and scope of the professional examination and is aimed at ensuring an objective assessment of the level of theoretical preparation of applicants for obtaining the second (Master's) level of higher education at V. N. Karazin Kharkiv National University.

The Programme also establishes the list of examination topics, structure, and assessment criteria for evaluating applicants' knowledge during admission to the specified specialties within the field of knowledge D Business, Administration and Law.

The purpose of the professional entrance examination is to determine the level of theoretical knowledge, practical skills, and competencies required for successful completion of compulsory and elective disciplines within the educational programmes of the specialties D3 Management, D4 Public Governance and Administration, D5 Marketing, and D7 Trade at the second (Master's) level of higher education.

The professional entrance examination in Management and Administration has a combined format and includes the content of the following academic disciplines:

1. Management
2. Marketing
3. Entrepreneurship

The professional examination is conducted in written form in the format of test tasks. The duration of the examination is 3 hours.

CHARACTERISTICS OF THE PROGRAMME CONTENT, DISCIPLINES AND THEIR TOPICS INCLUDED IN THE PROFESSIONAL EXAMINATION

MANAGEMENT

1. The essence and functional areas of management.
2. The organization and its environment in management.
3. Levels of management in an organization.
4. Management methods: administrative, economic, and socio-psychological.
5. The essence of the process, systems, and situational approaches in management.
6. Functions of management: planning, organizing, motivating, and controlling.
7. Definition of planning and its objectives.
8. The system of organizational plans and the stages of the planning process.
9. Definition and strategic purpose of strategic planning. Stages of strategic planning. Management of the implementation of the strategic plan.
10. Organizing and organizational activities.
11. Delegation of authority in management: concept, elements of the delegation process, types of authority (line, staff, functional).
12. Organizational structure as a result of organizational activity: levels of complexity, centralization, and decentralization.
13. Main elements and composition of the organizational management structure.
14. Types of organizational structures: linear, functional, line-and-functional, divisional, matrix, and network.
15. Main concepts of motivation: need, motive, incentive, stimulus, reward, value.
16. Types of motivation.
17. Content and process theories of motivation.
18. Main types of control. Stages of the control process.
19. Information and communication in management.
20. Information and its types. Requirements for managerial information.
21. Concept of communication, its types and means. Barriers in communication. Communication process.
22. Managerial decisions in management. Factors influencing the decision-making process.
23. Content of the main stages of managerial decision-making (according to M. Mescon).
24. Methods for substantiating and making managerial decisions.
25. Influence, power, and leadership in management. Leadership styles.
26. Forms of influence in management.
27. Types of power in management.
28. Approaches to leadership. Classification of leadership styles.

MARKETING

1. Basic concepts and classification of marketing.
2. Marketing concepts.
3. Objectives of the marketing system.
4. Consumer behavior.
5. The concept of the marketing environment.
6. Micro-marketing environment.
7. Macro-marketing environment.
8. Market segmentation.
9. Market opportunities. Ansoff model.
10. Marketing information system.
11. Marketing research.
12. Marketing mix and the system of organization of the marketing department.
13. Classification of products.
14. Product life cycle concepts.
15. Product development.
16. Classification of products.
17. Trademark.
18. Product packaging.
19. Pricing process.
20. Pricing factors.
21. Pricing methods.
22. Pricing approaches.
23. Definition of distribution channels.
24. Functions of distribution channels.
25. Levels and indicators of distribution channels.
26. Definition of distribution strategy.
27. Marketing communications mix.
28. Factors influencing the structure of the promotion mix.

ENTREPRENEURSHIP

1. The essence of entrepreneurship.
2. Basic principles and functions of entrepreneurial activity.
3. Production entrepreneurship. Types of production entrepreneurship according to direction and nature.
4. Commercial (trade) entrepreneurship. Types of commercial (trade) entrepreneurship depending on the market and stages of product movement.
5. Exchange entrepreneurship. Types of exchanges according to their field of activity. Main functions of commodity exchanges.
6. Entrepreneurship in the service sector. Main types of services according to their purpose (production, distribution, professional, consumer, public).
7. Types of enterprises according to the purpose and nature of activity (commercial and non-commercial).
8. Types of enterprises according to the method of establishment and

formation of authorized capital (unitary, corporate) and their basic characteristics.

9. Types of enterprises according to forms of ownership of property (private, collective, municipal, state, mixed).

10. Types of enterprises according to the national origin of capital (national, foreign, mixed (joint)).

11. Types of enterprises according to technological integrity and degree of subordination (parent (holding), subsidiary, associated companies, branches).

12. Types of enterprises according to size (large, medium, small, micro) and their basic characteristics.

13. Substantiation and selection of a business idea. Business idea. Selection of the field of activity. Selection of the form of organization of entrepreneurship.

14. Methods of establishing a business.

15. Registration of business entities. Main stages of registration of legal entities and individual entrepreneurs.

16. Business planning.

17. Development of a business plan. Purpose, sections, and stages of business plan development.

18. Content of the main sections of a business plan. Executive summary, industry and enterprise analysis, product (service) description, market analysis, marketing plan, production plan, organizational plan, financial plan, risk analysis.

19. Main indicators of project efficiency.

20. Resource provision of entrepreneurial activity. Material resources (fixed assets, material and raw resources).

21. Resource provision of entrepreneurial activity. Intangible resources (industrial property objects, objects of copyright and related rights, non-traditional intangible resources).

22. Resource provision of entrepreneurial activity. Labor resources (categories of personnel, forms and systems of remuneration).

23. Resource provision of entrepreneurial activity. Financial resources (own, attracted, borrowed).

24. Investments in entrepreneurial activity. Real and financial investments (types). Direct and indirect investments. Public and private investments.

25. Results of entrepreneurial activity (revenue from the sale of products (goods, services), costs, profit, production cost).

26. Indicators of efficiency of the use of fixed assets (return and capacity).

27. Indicators of efficiency of the use of labor resources (labor productivity, output, labor intensity).

28. Profitability (essence, calculation of profitability of capital, production, products, and sales).

29. Ways to increase the efficiency of entrepreneurial activity.

30. Corporate social responsibility (requirements).

31. Components of corporate social responsibility (economic, environmental, social).

32. Business ethics of an entrepreneur (characteristic features).

LIST OF RECOMMENDED LITERATURE

1. Bereshchak, V. (2023). Communication Strategy in Business: How to Achieve Maximum Effectiveness in Communication with the Audience. Kyiv: Yakaboo Publishing. 200 p.
2. Prus, Yu. I. (2022). Business Communications: Lecture Notes for Full-time and Part-time Students of Specialties 073 “Management”, 076 “Entrepreneurship, Trade and Exchange Activities” at the Second (Master’s) Level of Higher Education. Kharkiv: V. N. Karazin Kharkiv National University. 149 p. URI: <https://ekhnuir.karazin.ua/handle/123456789/17588>
3. Voitko, S. V., Melnychenko, A. A. (2021). Leadership and Crisis Management: Textbook. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, Polytechnic Publishing House. 194 p.
4. Hontareva, I. V. (2021). Entrepreneurship: Textbook. Kharkiv: V. N. Karazin Kharkiv National University. 392 p. URI: <https://ekhnuir.karazin.ua/handle/123456789/16637>
5. Commercial Code of Ukraine (2022). Document dated January 12, 2022 No. 1962-IX. URL : <https://zakon.rada.gov.ua/laws/show/436-15>.
6. Shemora, P. V. (Ed.). (2024). Enterprise Economics in the Context of Digital Transformation and Wartime Challenges: Study Guide. Kharkiv: Simon Kuznets Kharkiv National University of Economics. 312 p. URL: <http://repository.hneu.edu.ua/handle/123456789/31205>
7. Selivorstova, L. S. (Ed.). (2025). Economic Potential of an Enterprise: Assessment and Capitalization: Textbook. Kyiv: Kondor Publishing House. 288 p. URL: <https://condor-publish.com.ua/potentsial-pidpriyemstva-2025/>.
8. Kolot, V. M. (Ed.). (2025). Innovative Development of an Enterprise: Study Guide. Kyiv: Kyiv National Economic University. 245 p. URL: <https://ir.kneu.edu.ua/handle/2010/42001>
9. Kovalenko, O. V., Kutlina, I. Yu., Oliinyk, H. Yu. (2021). Advertising Activity as a Component of Marketing Communications: Study Guide. Kyiv: University “Ukraine”. 126 p.
10. Kundytskyi, O. O. (2024). Management: Study Guide. Lviv: Magnolia 2006 Publishing House. 316 p.
11. Ivanetsko, N., Borysova, T., Protsyshyn, Yu., et al. (2021). Marketing: Study Guide [Electronic resource]. Edited by N. R. Ivanetsko. Ternopil: West Ukrainian National University. 180 p.
12. Zozuliov, O. V., Tsarova, T. O. (2021). Marketing: Theoretical Foundations of Marketing: Educational and Methodological Complex [Electronic resource]: Study guide for students of specialty 075 “Marketing”. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute. 100 p.
13. Kononov, O. I. (2025). Marketing Product Policy: Lecture Notes for Students of the First (Bachelor’s) Level of Higher Education, Full-time Mode of Study, Specialty 075 “Marketing” [Electronic resource]. Kharkiv: V. N. Karazin

Kharkiv National University. 66 p. (PDF). URI: <https://ekhnuir.karazin.ua/handle/123456789/23929>

14. Kudinova, M. M., Bolotna, O. V., Shumilo, O. S., Kim, O. O., Zaika, O. V. (2025). Marketing Pricing Policy: Lecture Notes for Students of the First (Bachelor's) Level of Higher Education, Specialty D5 "Marketing" [Electronic resource]. Kharkiv: V. N. Karazin Kharkiv National University. 106 p. (PDF). URI: <https://ekhnuir.karazin.ua/handle/123456789/21237>

15. Kravchuk, I. I., Tarasovych, L. V., Lavrynenko, S. O., et al. (2024). Management: Study Guide. Edited by I. I. Kravchuk and L. V. Tarasovych. Zhytomyr: Polissia National University. 384 p.

16. Strapchuk, S. I., Mykolenko, O. P., Popova, I. A., Pustova, V. V. (2025). Management: Study Guide (2nd ed., revised and expanded). Lviv: Novyi Svit-2000 Publishing House. 356 p.

17. Kudinova, M. M., Tymokhova, H. B. (2025). Management: Lecture Notes for Students of the First (Bachelor's) Level of Higher Education in Specialties D3 "Management", D5 "Marketing", D7 "Trade" [Electronic resource]. Kharkiv: V. N. Karazin Kharkiv National University. 154 p. (PDF). URI: <https://ekhnuir.karazin.ua/handle/123456789/21236>

18. Biriuchenko, S. Yu., Buzhymyska, K. O., Burachek, I. V., et al. (2021). Management: Textbook. Edited by T. P. Ostapchuk. Zhytomyr: Zhytomyr Polytechnic State University. 856 p.

19. Doroshenko, H. O. (Ed.). (2023). Management in a VUCA World: Searching for Balance: Monograph. Kharkiv: V. N. Karazin Kharkiv National University. 348 p. URI: <https://ekhnuir.karazin.ua/handle/123456789/18156>

20. Nazarchuk, T. V., Kosiiuk, O. M. (2021). Management of Organizations: Study Guide. Kyiv: Center for Educational Literature. 560 p.

21. Oklander, M. A., Chukurna, O. P. (2020). Marketing Pricing Policy: Study Guide. Kyiv: Center for Educational Literature. 246 p.

22. Kramarenko, A. O. (2023). Fundamentals of Entrepreneurial Activity: Lecture Notes [Electronic resource]. Kharkiv: V. N. Karazin Kharkiv National University. 52 p. (PDF). URI: <https://ekhnuir.karazin.ua/handle/123456789/18048>

23. Fedonin, O. S., Riepina, I. M., Oleksiuk, O. I., et al. (2023). Enterprise Potential and Development: Textbook (3rd ed., revised and expanded). Kyiv: Kyiv National Economic University. 432 p. URL: <https://ir.kneu.edu.ua/handle/2010/41205>.

24. Kuzmin, O. V., Shpak, N. O., Melnyk, O. H., et al. (2024). Enterprise Potential and Development: Strategic Aspect: Study Guide. Edited by O. V. Kuzmin. Lviv: Lviv Polytechnic Publishing House. 312 p. URL: <http://ena.lp.edu.ua:8080/handle/ntb/71042>.

25. Senyshyn, O. S., Kryveshko, O. V. (2020). Marketing: Study Guide. Lviv: Ivan Franko National University of Lviv. 347 p.

26. Sirenko, N. M., Lunkina, T. I., Burkovska, A. V. (2021). Social Responsibility: Study Guide. Mykolaiv: Mykolaiv National Agrarian University. 216 p.

27. Strapchuk, S. I., Mykolenko, O. P., Popova, I. A., Pustova, V. V. (2022). Management: Study Guide (2nd ed., revised and expanded). Lviv: Novyi Svit-2000 Publishing House. 356 p. Note: The study guide is available in incomplete form; the author provides pp. 1–16, pp. 26–32. URI: <https://ekhnuir.karazin.ua/handle/123456789/17731>

28. Bolotna, O. V., Yevtushenko, H. V., Kudinova, M. M., Kuzmynchuk, N. V., Kutsenko, T. M., Liashevskaya, V. I., Mozhova, H. V., Mozhova, A. D., Nosova, O. V., Nosova, T. Yu., Rakhman, M. S., Sorin, B. V., Terovanesova, O. Yu., Fomina, Ye. V., Shuba, T. P. (2021). Strategies for Innovative Development of the National Economy in the Context of Globalization: Collective Monograph. Edited by V. A. Yevtushenko. Kharkiv: V. N. Karazin Kharkiv National University. 310 p. URI: <https://ekhnuir.karazin.ua/handle/123456789/16672>

29. Dudnieva, Yu. E. (2025). Strategic Business Management: Lecture Notes for Students of the Second (Master's) Level of Higher Education, Full-time and Part-time Modes of Study, Specialty 076 "Entrepreneurship and Trade" [Electronic resource]. Kharkiv: V. N. Karazin Kharkiv National University. 69 p. (PDF). URI: <https://ekhnuir.karazin.ua/handle/123456789/21235>

30. Arefieva, O. V. (Ed.). (2024). Strategic Cost Management of an Enterprise: Study Guide. Kyiv: National Aviation University Publishing House. 240 p. URL: <https://er.nau.edu.ua/handle/123456789/22450>.

31. Arefieva, O. V., et al. (2024). Strategic Management of the Development of Business Entities: Textbook. Kyiv: NAU-Print. 360 p. URL: <https://er.nau.edu.ua/handle/123456789/23501>.

32. Chobitok, V. I. (Ed.). (2025). Strategic Marketing: Study Guide. Kharkiv: V. N. Karazin Kharkiv National University. 251 p.

33. Ivanova, N. S., Pryimak, N. S., Niezviestna, O. V., Shapovalova, I. V., Lyzhnyk, Yu. B. (2022). Modern Management in Diagrams and Tables. Part 2: Study Guide. Edited by N. S. Ivanova. Kryvyi Rih: Donetsk National University of Economics and Trade Publishing House. 190 p. URL: <http://elibrary.donnuet.edu.ua/2503/>

34. Krasnokutska, N. S. (Ed.). (2024). Enterprise Potential Management in the Context of Digital Transformation: Study Guide. Kharkiv: Simon Kuznets Kharkiv National University of Economics. 340 p. URL: <http://repository.hneu.edu.ua/handle/123456789/32100>

35. Cherep, A. (2021). Marketing: Study Guide. Kyiv: Kondor Publishing House. 728 p.

36. Shkilniak, M. M., Ovsianiuk-Berdadina, O. F., Krysko, Zh. L., Demkiv, I. O. (2022). Management: Textbook. Ternopil: West Ukrainian National University. 258 p.

37. Yarkina, N. M. (2020). Enterprise Economics: Study Guide (2nd ed., revised and expanded). Kyiv: Lira-K Publishing House. 596 p.

38. Publishers, V., Daum, C. (2020). Principles of Management: Essentials You Always Wanted to Know (2nd ed.). Self-Learning Management Series. 208 p.

ASSESSMENT CRITERIA
for the professional entrance examination
instead of the Unified Professional Entrance Examination
in Management and Administration
or obtaining the second (Master's) level of higher education

The entrance examination is conducted in the form of computer-based testing. The knowledge assessment includes a system of standard closed-form test tasks with suggested answer options. Among the provided answers to each test task, the applicant must select one correct answer. Each applicant is provided with 140 test tasks. An incorrect answer to a test task is awarded 0 points.

Upon completion of the examination, the answers are automatically checked, and the score is assigned in accordance with the established criteria for correctness or incorrectness of the selected answer option.

The duration of the professional examination is 3 hours (180 minutes).

In order for the result of the professional examination to be counted, the applicant must obtain a minimum of **35 test points** (out of 140 possible points). These 35 points correspond to **100 points** on the 100–200 rating scale.

Test Score	Score (100–200)	Test Score	Score (100–200)
35	100	80	154
36	101	85	160
40	105	90	166
45	110	95	172
50	116.5	100	177
55	124	110	185
60	131.5	115	187.5
65	139	120	190
70	146.5	130	195
75	150	140	200

The final results of the examination are determined by recording the results in the examination record sheet. Applicants are informed of their examination results in accordance with the Admission Rules of the University.

In the event of the use of prohibited materials, the applicant, at the request of the examiner, must leave the examination room and receives an overall score of zero.

Based on the results of the professional examination, an applicant may obtain from 0 to 200 points, inclusive. The examination result is evaluated on a scale from 100 to 200 points. Applicants who score less than 100 points on the 100–200 scale receive an unsatisfactory result and are not admitted to participate in the competitive selection process.

Chair of the Professional Certification Commission
of the Education and Research Institute
“Institute of Public Administration”

Mykola LATYNIN

Liudmyla NABOKA

Ihor DUNAIEV

Larysa VELYCHKO

Volodymyr BULBA

Chair of the Professional Certification Commission
of the School of Economics

Maryna KUDINOVA

Chair of the Professional Certification Commission
of the Education and Research Institute
“Ukrainian Engineering and Pedagogical Academy”

Viktoriia CHOBITOK

Chair of the Professional Certification Commission
of the Education and Research Institute
“Karazin Banking Institute”

Alla GRINKO

Chair of the Professional Certification Commission
of the Education and Research Institute
“Karazin Business School”

Maryna YEROMINA

Approved at the meeting of the Admissions Committee
of V. N. Karazin Kharkiv National University
(Minutes No. 3 dated April 17, 2026)

Executive Secretary of the Admissions Committee

Hanna ZUBENKO